

# News Letter

AMERICAN MANAGEMENT  
ASSOCIATION

20 Vesey Street

New York, N. Y.

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No. 25

January 1, 1926.

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## **Management Research Program for 1926**

It has been found that some management topics do not lend themselves to investigation by committees or by volunteer authors alone. This is particularly true of topics, the study of which calls for travel and heavy clerical, postage, and other expense. As a rule, the services of a volunteer investigator can be secured. This situation has called for appropriations during the last two years for what has been called a "management research program".

The research program for the calendar year 1926 has not been entirely completed, and the officers invite members of the Association to suggest topics for the consideration of the Board of Directors, who will meet with representatives of Research Sustaining members to determine finally the research program for 1926 and to draw up a tentative program for 1927. The program as tentatively outlined for 1926, subject to additions, is as follows:

**I. Measuring Office Output:** This study is being made by a Committee consisting of John Mitchell, General Electric Company, Schenectady, New York, *Chairman*; O. C. Lloyd, Office Manager, LaSalle Extension University, Chicago, Illinois; Walter R. Fletcher, Office Manager, Stanley Works, New Britain, Connecticut; W. D. Rogers, Office Manager, Dennison Manufacturing Company, Framingham, Massachusetts; Frank L. Rowland, Manager, Personnel and Planning Department, Lincoln National Life Insurance Company, Fort Wayne, Indiana; M. W. Osgood, Operating Manager, Jordan Marsh Company, Boston, Massachusetts; Miss E. H. Meyers, Curtis Publishing Company, Philadelphia, Pennsylvania; Mrs. G. Ballseiper, Cheney Bros., South Manchester, Connecticut; Wallace Clark, 50 West 12th Street, New York City; Mrs. Lillian M. Gilbreth,

68 Eagle Rock Way, Montclair, New Jersey; I. L. Houley, Eastman Kodak Company, Rochester, New York; Miss M. A. Bills, Aetna Life Insurance Company, Hartford, Connecticut, *Secretary*.

A preliminary report on the status of Measuring Office Output will be presented by Miss Bills at the Office Executives' Conference in Chicago, February 18 and 19. A. S. Donaldson, Assistant General Manager of R. H. Macy and Company, will present the results of a study which has been made in his firm on "Various Methods of Posting". Wallace Clark will also present a statement of "Units of Measurement for Office Work", and Mrs. Lillian M. Gilbreth will present a paper on "Methods of Measurement in the Office, with illustrations from a specific case." The complete report will be issued toward the end of 1926.

**II. Some Principles of Organization as Developed by Companies:** This study has been under way for some months, the paper by J. O. McKinsey, Head of the Department of Accounting, University of Chicago, at the Autumn Conference being a preliminary report. The investigation is under the direction of J. O. McKinsey assisted by an advisory committee. Full details may be found in the chart on the inside page of this News Letter.

**III. Field Sales Organization:** The preliminary report by Theodore Sander which was issued in July of 1925 will be followed by a much more comprehensive report, which will probably be printed under the auspices of the Association by one of the prominent publishers of business books.

**IV. The Job of the Sales Executive:** Dr. Harry R. Tosdal, Professor of Marketing at the Harvard Graduate Business School, has undertaken to make a study of this difficult and most important topic.

**V. Other topics under consideration are:**

1. Economics for Employees.
2. Relative Effectiveness of Tools, Devices, and Procedures Used by Management as Incentives.

**VI. Survey Reports:** The methods by which various management problems are met by representative companies are prepared in briefer surveys and distributed

to Research Sustaining and Company members, usually about one a month. The following have been definitely selected for 1926:

1. Salesmen's Automobile Expense
2. Company Stores
3. Methods, Other than Pensions, for Caring for the Older Employees

### **1926 Program of Committees and Subject Assignments**

The Association's well known system of committees has undergone its annual revision. Indeed, plans are under way for the preparation of a program for 1927 which will be determined early in 1926 so that ample time may be available for thorough investigation by the committees or by persons selected to carry out their studies for them. The program of committees followed in each case by their subject assignments for 1926 is:

**Personnel Administration:** Trends in Personnel Policies.

**Psychology in Management:** Rating Employees.  
**College Relations:** The Liberal Arts Graduate in Business.

**Public School Relations:** Problems of Part Time Education.

**Employment:** Budgeting Personnel Requirements.  
**Education and Training:** The Line Executive's Part in Training.

**Employee Service:** Recreation and Athletics.

**Thrift:** Employee Investments in Company Securities.

**Remuneration of Employees:** Principles Underlying Vacations with Pay.

**Management Organization:** Some Principles of Organization as Developed by Companies.

**Supervision:** What is Supervision?

**Forecasting Business:** Setting Up a Forecasting Program.

**Stabilizing Business:** The Costs of Irregular Business.

**Evaluating Management:** Measuring Morale.

**Public Relations:** Scope of Public Relations Activities.

**Company Publications:** Keeping Down the Net Cost of House Organs and Employee Publications.

**Management Aids from Army Procedure:** Training in the Army.

**Payroll Procedure:** Payroll Accounting.

**Job Analysis:** (Topic under consideration).

The members of the Board of Councilors have already been invited to make suggestions to the Program of Work Committee and an invitation is hereby extended to all the members of the Association to send in their suggestions before the end of January.

ILLUSTRATION of ONE of the ACTIVITIES

The Part Played by  
The Study of MANA

BOARD OF DIRECTORS and E

C.R. Hook	L.F. Musil	S.A. LEWISOHN
	H.B. Bergen, Treasurer	M.B. Folsom
C.S. Ching	H.S. Dennison	D. T. Farnham
H.W. Cook	C.R. Dooley	S.P. Farwell
		R.B. Flexsham
		E.K. Hall
		Ernest Draper

BOARD OF D

1. Designated the topic "PRINCIPLES OF ORGANIZATION AS DEVELOPED with the expectation that it may continue longer.
2. Appropriated \$1200 to cover expenses including printing for 19
3. Approved a plan for the Association to cooperate with Mr. J. O of Chicago, who is carrying on an INVESTIGATION AND ANALYSIS OF PANIES.
4. Appointed a committee to represent the Association to act in a
5. Will act upon whatever form of publication may later be recom

W. J. DONALD.

Functions (in conne

1. Facilitating the work of the Board on matter
2. Responsible to the Board for the execution o
3. Advisory to:- the committee as to the best m  
Director of Research as to the execution of
4. Available to facilitate the work of the comm

DIRECTOR OF RESEARCH on MANAGEMENT ORGANIZATION

J.O. MCKINSEY, Head, Dept. of Accounting,  
Univ. of Chicago

Functions

1. To outline a comprehensive plan for making a study, analysis and report on TRENDS IN MANAGEMENT ORGANIZATION.
2. To select, train and direct students who will make studies within particular companies.
3. To prepare a preliminary report on "Trends in Management Organization" - presented to the Association at its meeting on October 15.
4. To prepare with the help of his students the final report.
5. To select a publisher of the results subject to approval of the advisory committee and the Board of Directors.



J.P.  
H.E.  
M.B.  
J.O.

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ITIES OF THE AMERICAN MANAGEMENT ASSOCIATION

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in  
f MANAGEMENT ORGANIZATION

nd EXECUTIVE COMMITTEE

WISOM, PRESIDENT  
B. Folsom  
Presidents  
F.P. Cox  
C.K. Woodbridge  
W.J. Donald, Managing Director & Secretary  
hem E.C. Johnson Elisha Lee R.S. Quinby P.S. Straus  
W.W. Kincaid Oscar Grothe Acheson Smith F.L. Sweetser  
A.E. Young

OF DIRECTORS

VELOPED BY COMPANIES\* as part of the Research Program for 1925-6

for 1925 and 1926.

r. J. O. McKinsey, Head of the Department of Accounting, University  
LYSIS OF MANAGEMENT - ORGANIZATION AS PRACTISED BY VARIOUS COM-

et in an advisory capacity to Mr. McKinsey and to the Board.

recommended by Director of Research and committee.

Donald, MANAGING DIRECTOR

a connection with this project)

matters of policy

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best methods of carrying out their commission; the  
ion of his commission

ne committee and the Director of Research

ADVISORY COMMITTEE on MANAGEMENT ORGANIZATION

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J.B. Deacon, Tide Water Oil Co. J. C. Orcutt, Irving Bank-Columbia Trust Company  
H.E. Gilmore, Western Electric Co. J. E. Raasch, H. A. Hopf & Company  
M.M. Jones, Curtis, Foadick & Belknap Mary P. Follett  
J.O. McKinsey, University of Chicago H. B. Bergen, H. L. Doherty & Co., Secretary

Functions

1. COUNSELING with Mr. McKinsey and the Board on the subject matter to be covered by the study and the best approach to it.
2. ASSISTING in making contacts with companies for detailed study of their organization structures and principles.
3. ADVISING as to where and how the results may be published and recommending or disapproving of its publication under the auspices of the Association.